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Friday, 17 January

1430 QUESTION PERIOD
1445

1500 THE DEFENSE
1600 INTELLIGENCE AGENCY

Lt. Gen. Joseph F.
Carroll, USAF,
Director, DIA

The origin, mission and
development of DIA. DIA
relationships in the Intelli-
gence Community. Over-
seas organization. Coord-
ination of clandestine in-
telligence collection.

1600 QUESTION PERIOD
1630

1645 FREE HOUR
1745

1800 DINNER
1900

LT. GENERAL JOSEPH F. CARROLL

Director of the Defense Intelligence Agency, General Carroll was born in 1910 and educated at St. Mary's College and Loyola University. He was admitted to the Illinois Bar in 1940 and served with the FBI until 1948. He was called to active service with the Air Force in 1948 and served in several security and legal positions, including that of Inspector General of the U.S. Air Force from 1960 to 1961. General Carroll became Director of the DIA in October 1961.

0830 READING PERIOD
0900

0900 EVALUATION OF NATIONAL
0945 INTELLIGENCE PROGRAMS

The DCI's responsibility
for review and coordina-
tion of all USIB activities.
How evaluation of Intelli-
gence Community programs
is effected.

John Bross, Deputy to the
DCI for National Intelli-
gence Programs Evalua-
tion

0945 QUESTION PERIOD
1000

1015 DEVELOPMENTS IN PHOTO-
1130 GRAPHIC INTELLIGENCE

The capabilities of Photo-
graphic Intelligence. Eval-
uation of photo quality. Or-
ganization and functions of
NPIC.

Arthur Lundahl
Director, National Pho-
tographic Interpretation
Center

1130 QUESTION PERIOD
1200

1215 LUNCH
1315

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Thursday, 16 January

1330 THE ROLE OF SCIENCE AND
1600 TECHNOLOGY IN CIA Albert D. Wheelon
Deputy Director for
Science and Technology

New techniques in intelligence collection. Research and development activities. Electronic Intelligence (ELINT) and its significance.

1600 QUESTION PERIOD
1630

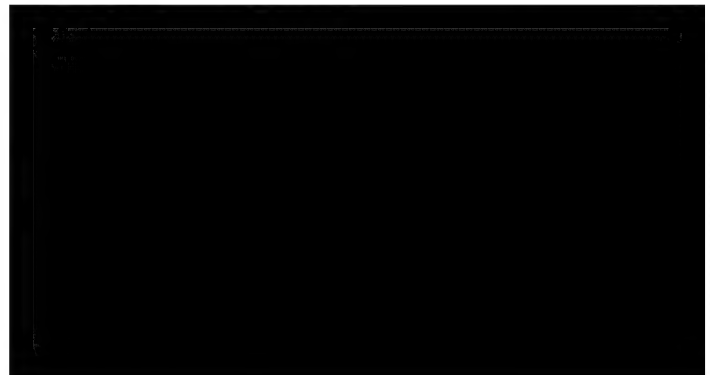
1645 FREE HOUR
1745

1800 DINNER
1900

1930 SEMINAR ON SCIENTIFIC
2130 AND TECHNICAL Albert D. Wheelon
INTELLIGENCE and Staff

0830 READING PERIOD
0930

FOIAb3b1



1115 QUESTION PERIOD
1145

1200 LUNCH
1300

25X1A

1330 CURRENT DEVELOPMENTS
1430 IN INTELLIGENCE RESEARCH
AND REFERENCE FACILITIES Executive Assistant to
AD/CR

The central reference function in supporting intelligence and operational activities of CIA. OCR relationships with the Intelligence Community. New developments in the processing, storage and retrieval of intelligence.

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Saturday, 18 January

1930 The Highlights of my Career Allen W. Dulles
2130 in the Intelligence Field
and
The Major Intelligence Problems Facing the Government and the Agency in the Future, as I see them.

ALLEN W. DULLES

Director of Central Intelligence from 1953 to 1961, Mr. Dulles was born in 1893 and educated at Princeton and George Washington universities. He entered the U. S. Diplomatic Service in 1916 and served at posts in Europe and the Near East. In 1916 he resigned to take up law practice with Sullivan and Cromwell, New York. Mr. Dulles was Chief of the OSS mission in Switzerland during World War II and became Deputy Director of Central Intelligence in 1951. His most recent book, The Craft of Intelligence, was published this fall by Harper and Row.

0830 INDIVIDUAL STUDY
0900

0900 THE IMPACT OF AUTOMATIC Joseph Becker
1015 DATA PROCESSING ON Assistant Director for
AGENCY ACTIVITIES Computer Services

Recent automatic data processing developments in the Agency and a look at its future support of DDS, DDI, DDP, and DDS&T activities.

1015 QUESTION PERIOD
1030

25X1A

1045 ROLE OF TECHNICAL
1145 SERVICES IN SUPPORTING Chief, Technical
AGENCY OPERATIONS Services Division

Technical support of DDP activities. The conduct of

25X1C

and other activities. Research and development in the technical support field.

1145 QUESTION PERIOD
1200

1215 LUNCH
1315

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1330 TSD EXHIBIT AND
1630 DEMONSTRATION

1630 FREE HOUR
1730

1800 DINNER
1900

1400 DD/I SUPPORT OF
1500 NATIONAL POLICY
FORMULATION

R. Jack Smith
Assistant Director for
Current Intelligence

The function of the Intelligence Directorate. Intelligence support to policy making. DDI's contribution to the Intelligence Community.

1515 THE AGENCY'S CURRENT
1615 INTELLIGENCE ROLE

R. Jack Smith

The Agency's Current Intelligence role. All-source intelligence support for the White House, the National Security Council, and the Watch Committee. The National Industrial Center. Dissemination of COMINT. Basic intelligence responsibilities.

1615 QUESTION PERIOD
1630

1630 RECEPTION FOR MR. DULLES
1730

1800 DINNER
1900

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Wednesday, 15 January

0830 READING PERIOD
0930

0930 MAJOR COUNTERINTELLI-
1030 GENCE PROBLEMS

Protection of CIA opera-
tions abroad. Countering
Soviet intelligence efforts.
Coordinated effort within
the Intelligence Community.

1030 QUESTION PERIOD
1045

1100
1145

25X1A

1145 QUESTION PERIOD
1200

1215 LUNCH
1315

Sunday, 19 January

0900 CHURCH, RECREATION OR
1200 READING

1215 LUNCH
1315

1330 STUDENT SEMINARS
1630

Discussion of Program to
date.

1630 FREE HOUR
1745

1800 DINNER
1900

1930 INDIVIDUAL WORK ON
2130 CRITIQUES

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Monday, 20 January

0830 ADMINISTRATIVE RELATIONS L. K. White, Deputy
0920 WITH OTHER FEDERAL Director for Support
AGENCIES

The roles other agencies perform in support of CIA's mission; influences they can exert for or against operations; and limitations imposed by cover entities.

0930 INTRODUCTION TO THE L. K. White
0945 AGENCY SUPPORT
STRUCTURE

0945 THE FINANCE OFFICE Robert H. Fuchs
1045 Director of Finance

Systems and procedures for control of Agency funds, assets, and liabilities. Financial accountability responsibilities.

1100 HEALTH CONSIDERATIONS Dr. John R. Tietjen
1200 IN AN UNUSUAL WORK Chief, Medical Staff
ENVIRONMENT

1215 LUNCH
1315

1330
1430

2. The Fight with Communism at the Local, National and International Level.

1430 QUESTION PERIOD
1500

1515 CIA FIELD STATIONS
1615

The nature and composition of large and small stations, including management problems; the direction of operations; relations with other U. S. Government representatives; the Country Team; responsibility for intelligence and estimative reporting.

1615 QUESTION PERIOD
1630

1630 FREE HOUR
1730

1800 DINNER
1900

1930 SEMINAR ON SMALL STATION
2130 PROBLEMS

25X1A

25X1A

25X1A

Chief, Near East
Division

25X1A

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Tuesday, 14 January

25X1A

0830 READING PERIOD
0900

1330 LOGISTICAL SUPPORT OF
1430 OPERATIONS


Chief, Planning Staff,
Office of Logistics

0900 THE CLANDESTINE
1000 SERVICES

Richard Helms, Deputy
Director for Plans

Agency assets and capa-
bilities.

The Clandestine Services
as an instrument of U.S.
policy. The coordination
of major actions and the
obtaining of policy deci-
sions from the State De-
partment, the Special
Group, and the White
House.

1445 SECURITY: A PRIMARY
1600 CONSIDERATION IN
ACCOMPLISHING THE
MISSION OF CIA

Robert L. Bannerman
Director of Security

25X1A

1000 QUESTION PERIOD
1030

1630 FREE HOUR
1730

1045
1145



1800 DINNER
1900

25X1A

1145 QUESTION PERIOD
1200

1215 LUNCH
1315

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25X1A

Tuesday, 21 January

0830 TECHNICAL
1000 COMMUNICATIONS
DEVELOPMENTS

[REDACTED]
Deputy Director of
Communications

1015 PANEL DISCUSSION OF
1130 QUESTIONS SUBMITTED
BY STUDENTS

Colonel White and
DDS Officials

25X1A

1130 CRITIQUE OF PART I
1200 SECTION A

[REDACTED]

1215 LUNCH
1315

1400 THE NATIONAL SECURITY
1500 STRUCTURE

Changing methods of the
policy makers and the im-
pact of these changes on
the Intelligence Commu-
nity.

1500 QUESTION PERIOD
1515

1530 THE U. S. INTELLIGENCE
1630 COMMUNITY

The components of the In-
telligence Community. Co-
operation and conflict. The
emerging role of the DIA
and its relations with CIA.
The role of the Director of
Central Intelligence.

1630 QUESTION PERIOD
1645

1645 RECEPTION FOR
1745 MR. KIRKPATRICK

1800 DINNER
1900

1930 SEMINAR ON THE
2130 RELATIONSHIP OF
INTELLIGENCE
TO POLICY

Chester Cooper, Assist-
ant Deputy Director/Intel-
ligence (Policy Support)

Lyman Kirkpatrick

Lyman Kirkpatrick
Chester Cooper

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Monday, 13 January

0830 INTRODUCTION TO PART I
0900



25X1A

0900 THE AGENCY 1964-69
1000

Lyman Kirkpatrick
Executive Director-
Comptroller

A projection of Agency
problems and develop-
ments over the next five
years.

1000 QUESTION PERIOD
1030

1045 THE PRODUCTION OF
1145 NATIONAL INTELLIGENCE

Sherman Kent, Assist-
ant Director for Na-
tional Estimates

What National Intelligence
Estimates are; the kinds of
problems they deal with;
how they are drafted, coor-
dinated, and cleared; role
in policy formulation.

1145 QUESTION PERIOD
1200

1215 LUNCH
1315

1330 READING PERIOD
1400

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Preparatory Reading

25X1A

25X1A

The National Security Act of 1947, Public Law 253

Kirkpatrick, Lyman B., "Is United States Intelligence Answering the Red Challenge?" Delivered on 21 November 1960 in Detroit, Michigan.

[REDACTED] "A Fresh Look at Collection Requirements," Studies in Intelligence, Volume 4, Number 4, Fall 1960

[REDACTED], "Priority National Intelligence Objectives," Studies in Intelligence, Volume 5, Number 2, Spring 1961

Director of Central Intelligence Directive No. 1/3: Priority National Intelligence Objectives (Revised 14 August 1963)

25X1A

Jernegan, John D., "The Ambassador and the Country Team," Department of State Newsletter, July 1963

Department of Defense Directive Number 5105.21 (August 1, 1961) Subject: Defense Intelligence Agency.

Organization Chart of the Defense Intelligence Agency (July 1963)

Dulles, Allen W., "The Craft of Intelligence", Reprinted from the 1963 Brittanica Book of the Year.

Dulles, Allen W., "What Makes A Spy?", This Week Magazine, December 1, 1963

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Part I. Section A

The Agency: Organization, Problems, Relationships, and Developments

SECRET

Supplementary Reading

DeGramont, Sanche, The Secret War, New York, G.P. Putnam's Sons, 1962

Dulles, Allen W., The Craft of Intelligence, New York, Harper and Row, 1963

Felix, Christopher, A Short Course in the Secret War, New York, E.P. Dutton & Co., 1963

Hyde, H. Montgomery, Room 3603, New York, Farrar, Strauss and Co., 1963

Ransom, Harry Howe, Central Intelligence and National Security, Cambridge, Mass., Harvard University Press, 1958

Rostow, W. W., The Stages of Economic Growth, Cambridge, Cambridge University Press, 1960

Defense Intelligence Agency: Organization and Functions, C-9812/C (Confidential)

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Sunday, 12 January

1415 Convene at Airport

1430  25X1A

1515 Arrive  25X1A

1545 Convene at Training Site
25X1A

1600 
1715

1715 Free Hour

1800 Dinner

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Midcareer Course No. 2

Thursday, 9 January

Introduction to the Course

In Room 7D-64 Headquarters Building

1000	OPENING ADDRESS	Matthew Baird
1030		Director of Training
1030	INTRODUCTION	
1050	TO THE COURSE	Chairman, Midcareer Course
1050	ADMINISTRATIVE	Midcareer and Senior
1200	BRIEFING	Officer Courses Staff

Part I. Section B

Management

25X1A

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25X1A

Tuesday, 21 January

Foreword

1330	INTRODUCTION TO	L. K. White
1430	MANAGEMENT PHASE	
1445	MANAGERIAL	[REDACTED], Chief,
1630	PROBLEM #1: Personnel Management	Personnel Operations Division
	Considerations relating to Agency staffing patterns, promotion policies, career service planning, and man- power utilization.	
1930	COMMUNICATION	Staff
2030	EXERCISE	
	Actual problem-solving by students under certain com- munications restraints.	

The Midcareer Course is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of the Agency, of the Government, and of international affairs.

The six-week Course is divided into three major segments. During the first two weeks the participants will study the work of the various components of the Agency and the inherent problems of management.

During the third and fourth weeks the scope of the Course will widen to include study and discussion of the Government in its national setting, emphasizing the making of policy, public and legislative pressures on the policy makers, the allocation and handling of the Government's money, and other major aspects, both theoretical and practical, of the development and direction of national power.

In the last two weeks, prominent authorities and public figures will express their views and lead discussions with the participants on such major issues as the formulation of strategy, developments in space technology, conflicts in the Communist Bloc, the movement toward European union, and other important trends in world affairs.

The Course has been designed specifically for those selected for Midcareer Training. They may also be enrolled in other courses, internal or external, which will increase their value to their Directorates. The combination of the Midcareer Course and other selected courses will constitute each officer's Midcareer Program.

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25X1A

Wednesday, 22 January

25X1A

0830 MANAGERIAL SKILL #1
1130 Communication

Difficulties of communi-
cations between individuals
and between organized
groups.



1330 MANAGERIAL SKILL #2
1630 Leadership

Identification of individual
styles of management; de-
velopment of effective lead-
ership patterns.

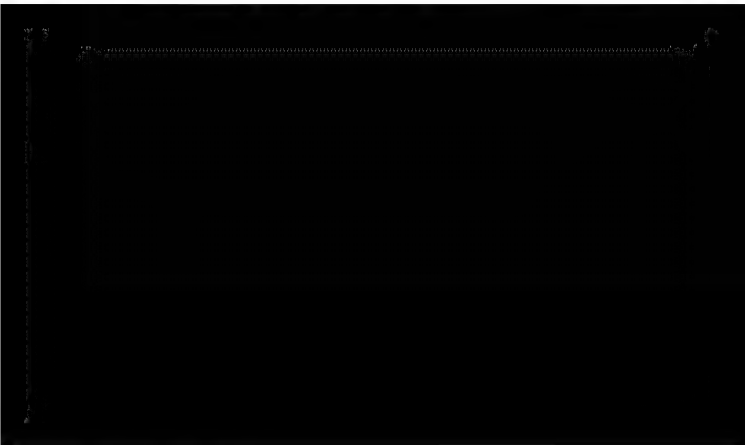


1930 MANAGERIAL PROBLEM #2
2130 Fitness Reports

Discussion of problems
generated by Agency fitness
reports.

Panel of Agency
Officials

25X1A



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25X1A

Thursday, 23 January

0830 MANAGERIAL SKILL #2
1130 Leadership (cont.)

1330 MANAGERIAL SKILL #3
1630 Successful Supervision

Methods and techniques
of influencing action in
formal work situations.

1930 MANAGERIAL PROBLEM #3
2100 "Difficult" Employees

What can the individual
manager and the Agency
do about the employee who
does not fit into the ex-
pected pattern of behavior?

William R. Van Dersal,
Assistant Administrator
for Management, Soil
Conservation Service, De-
partment of Agriculture

Panel of Agency
Officials

WILLIAM R. VAN DERSAL

William R. Van Dersal, Assistant Administrator for Management of the Soil Conservation Service, Department of Agriculture, was born in 1907 and educated at Reed College and the University of Pittsburgh. He has served in the United States government for over 25 years and has held several top positions in the Department of Agriculture. Dr. Van Dersal is the author of many books, including The American Land and The Successful Supervisor in Government and Business (1962).

Midcareer Course No. 2

13 January - 20 February 1964

Part I	A. The Agency	8 1/2 days)	25X1A
	B. Management		
Part II	The United States and its Government (Brookings Institution, 10 days)		
Part III	World Affairs (Broyhill Building, 9 days)		

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Friday, 31 January

Monday, 3 February

0830 INDIVIDUAL STUDY
0900

0900 ECONOMICS AND PUBLIC POLICY
1200

Herbert E. Striner
Director of Program
Development,
The W. E. Upjohn
Institute for
Employment Research

1200 LUNCH
1330

1330 THE UNITED STATES IN
1630 WORLD AFFAIRS

Ernest W. Lefever
Staff Member,
International Studies
Division, Institute
for Defense Analysis

Commentator
Arthur M. Cox
Senior Staff Member,
Foreign Policy Studies,
The Brookings Institution

1700 SOCIAL HOUR
1800

0830 INDIVIDUAL STUDY
0900

0900 DOMESTIC POPULATION
1015 PROBLEMS

Conrad Taeuber
Assistant Director,
Bureau of the Census,
Department of Commerce

1030 INTERNATIONAL POPULATION
1200 PROBLEMS

Paul F. Myers
Acting Chief,
Foreign Demographic
Analysis Division,
Bureau of the Census,
Department of Commerce

1200 LUNCH
1330

1330 THE EXECUTIVE OFFICE AND
1630 THE PRESIDENTIAL STAFF

Frederick L. Holborn
Special Assistant,
The White House Office

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Tuesday, 4 February

Thursday, 30 January

0830 INDIVIDUAL STUDY
0900

0900 THE FEDERAL BUDGET PROCESS Samuel M. Cohn
1200 Deputy to the Assistant
Director, Federal Budget
Review Bureau of the
Budget, Executive Office
of the President

1200 LUNCH
1330

1330 THE COMMUNICATIONS MEDIA Douglas Cater
1630 Center for Advanced
Study
Western University

Coordinator
Herbert C. Morton
Director of Publications,
The Brookings Institution

0830 INDIVIDUAL STUDY
0900

0900 SOCIAL IMPLICATIONS OF Donald H. Andrews
1200 SCIENTIFIC PROGRESS Professor of Chemistry,
University of
University

1200 LUNCH
1330

1330 SCIENTISTS IN POLICY AND Warner R. Schilling
1630 DECISION MAKING Associate Professor
of Public Law and
Government, and
Associate Director of
the Council for Atomic
and Space
Columbia University

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Wednesday, 29 January

Wednesday, 5 February

0830 INDIVIDUAL STUDY
0900

0900 U.S. INFORMATION PROGRAMS Seymour I. Nadler
1200 United States
Information Agency

1200 LUNCH
1330

1330 POLITICAL DYNAMICS Paul T. David
1630 Professor of
Political Science,
The University of
Virginia

0830 INDIVIDUAL STUDY
0900

0900 GOALS OF U.S. FOREIGN
1200 POLICY

1200 LUNCH
1330

1330 LEGISLATIVE - EXECUTIVE
1630 RELATIONS IN POLICY
FORMULATION

Charles B. Marshall
Research Associate
Washington Center
for Foreign Policy
Research, School of
Advanced International
Studies, The Johns
Hopkins University

Ernest S. Griffith
Dean, School of
International Service,
American University

Commentator
Laurin L. Henry
Senior Staff Member,
Governmental Studies,
The Brookings Institution

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Thursday, 6 February

Tuesday, 28 January

0830 INDIVIDUAL STUDY
0900

0900 ECONOMIC DEVELOPMENT
0900 THE WORLD STABILITY

William J. Mazzocco
Faculty Member,
Interdepartmental
Seminar Foreign
Service Institute
Department of State

1200 LUNCH
1330

1330 INTERNATIONAL ECONOMIC
1330 PROBLEMS

Howard S. Piquet
Senior Specialist,
International Economics
The Library of Congress

0830 INDIVIDUAL STUDY
0900

0900 THE AMERICAN
1200 CONSTITUTIONAL SYSTEM

Arthur S. Mille
Graduate School of
Public Administration
The George Washington
University

1200 LUNCH
1330

1330 DOMESTIC PROBLEMS
1630

Spencer D. Bennett
Professor of Political
Science, The College
Graduate School of
Citizenship and Public
Affairs
Syracuse University

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Monday, 27 January

Friday, 3 February

0830	ARRIVAL OF PARTICIPANTS		0830	INDIVIDUAL STUDY	
0900	THE BROOKINGS INSTITUTION	Robert D. Calkins President, The Brookings Institution	0900		
1015			0900	FORMULATION AND ADMINIS-	Robert Amory
	OBJECTIVES OF THE SEMINAR	James M. Mitchell Director, Advanced Study Program, The Brookings Institution	1200	TRATION OF FOREIGN POLICY	Chief of the Inter- national Division, Bureau of the Budget, Executive Office of the President
015	COFFEE IN ROOM 230				Commentator
045					Arthur M. Cox
1045	METHODS AND PROCEDURES	Harry R. Seymour Senior Staff Member, Advanced Study Program, The Brookings Institution	1200	LUNCH	
1230			1330		
			1330	CHALLENGES AND OPPORTU-	Harry Schwartz
1200	LUNCH		1630	NITIES FOR THE UNITED STATES	Editorial Staff, The New York Times
1330					
1530	GOVERNMENT IN A FREE	Harold W. Chase Visiting Professor, Department of Public Law and Government, Columbia University	1630	CONFERENCE ADJOURNS	
	SOCIETY		1700		
			1800	SOCIAL HOUR	

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Thursday, 13 February

0830 READING PERIOD
09000900 DEVELOPMENTS IN AFRICA
1100

The development of groupings of states within Africa and their links with outside powers. The concepts of Pan-Africanism. Soviet and Chicom efforts to gain political footholds in Africa.

Preparatory Reading

Emerson, Rupert, "American Policy in Africa," Foreign Affairs, January 1962

Sanger, Clyde, "Toward Unity in Africa," Foreign Affairs, January 1964

Supplementary Reading

Brzezinski, Zbigniew, editor, Africa and the Communist World, Stanford, California, Stanford University Press, 1963

Carter, Gwendolen Margaret, editor, Five African States Responses to Diversity; the Congo, Dahomey, the Cameroun Federal Republic, the Rhodesias and Nyasaland, South Africa, Ithaca, New York, Cornell University Press, 1963

Hunter, Guy, The New Societies of Tropical Africa, New York, Oxford University Press, 1962

McKay, Vernon, Africa in World Politics, New York and Evanston, Harper and Row, 1963

Oliver, Roland, and J. D. Fage, A Short History of Africa, Baltimore, Penguin Books, 1962

1115
1245

SOUTHEAST ASIA: VIET NAM AS A REPRESENTATIVE OF CONFLICTS TO COME

Recently Chief of Station, Saigon

Viet Nam as a precursor of U.S. problems in Southeast Asia. Political lessons learned. The role of SEATO.

Preparatory Reading

Leifer, Michael, "Cambodia: In Search of Neutrality," Asian Survey, January 1963

Paauw, Douglas S., "Economic Progress in Southeast Asia," The Journal of Asian Studies, November 1963

Scigclano, Robert, "Vietnam: A Country at War," Asian Survey, January 1963

Smith, Roger M., "Laos in Perspective," Asian Survey, January 1963

Supplementary Reading

Fall, Bernard, The Two Vietnams, New York, Praeger, 1963

Fifield, Russell H., Southeast Asia in United States Policy, New York, Praeger, 1963

Vo Nguyen Giap, People's War, People's Army, New York, Praeger, 1962

1300
1400

LUNCH

25X1A

1400
1600

THE EFFECT OF SINO-SOVIET RELATIONS ON OTHER COMMUNIST COUNTRIES

The impact of the Sino-Soviet rift on non-bloc Communist parties.

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Brzezinski, Zbigniew, "Threat and Opportunity in the Communist Schism," Foreign Affairs, April 1963

Kennan, George F., "Polycentrism and Western Policy," Foreign Affairs, January 1964

Zagoria, Donald S., "The Sino-Soviet Conflict and the West," Foreign Affairs, October 1963

Supplementary Reading

Crankshaw, Edward, The New Cold War, Moscow vs. Peking, Harmondsworth, Middlesex, Penguin Books, 1963

Zagoria, Donald S., The Sino-Soviet Conflict, 1956-1961, Princeton, Princeton University Press, 1962

1600 DISCUSSION PERIOD
1700

G. MENNEN WILLIAMS

G. Mennen Williams, Assistant Secretary of State for African Affairs, was born in 1911 and educated at Princeton and the University of Michigan. Before his service with the Navy during World War II, Mr. Williams held several posts in the Federal and Michigan State Governments. He was Governor of Michigan from 1949 to 1960 and was appointed to his present position in January 1961.

1600 DISCUSSION PERIOD
1700

THOMAS C. MANN

Thomas C. Mann was appointed Assistant Secretary of State for Inter-American Affairs by President Johnson on 3 January 1964. Mr. Mann received his A.B. and LL.B. degrees from Baylor University and practiced law in Texas from 1934 to 1942 before joining the Department of State. He has served in a number of important posts in Washington and in Latin America, most recently as Ambassador to Mexico.

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Wednesday, 12 February

Friday, 14 February

0815 DEPART BROYHILL BUILDING FOR NASA
HEADQUARTERS0900 BRIEFING ON NATIONAL AERONAUTICS
1130 AND SPACE ADMINISTRATION ACTIVITIES
AND OPERATIONS

1135 DEPART NASA FOR BROYHILL BUILDING

1200 LUNCH
13001300 READING PERIOD
14001400 PROBLEMS OF LATIN AMERICA
1600

The strategic importance of
Latin America to U.S. National
Security. The extent of the
Communist effort in the area.
Ways and means of strengthening
the U.S. position.

Preparatory Reading

Alexander, Robert J., "Agrarian Reform in Latin America,"
Foreign Affairs, October 1963

Haar, Charles M., "Latin America's Troubled Cities,"
Foreign Affairs, April 1963

Supplementary Reading

Adams, Richard W., et al, Social Change in Latin America
Today, New York, Harper, 1960

Alexander, Robert J., Communism in Latin America, New
Brunswick, New Jersey, Rutgers University Press, 1957

Lieuwen, Edwin, Arms and Politics in Latin America, New
York, Praeger, 1961

0830 READING PERIOD
0900

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0900 THE MIDDLE EAST
1100

American policies towards the
Middle East and current internal
Middle Eastern problems.

Preparatory Reading

Hourani, Albert, "Near East Nationalism Yesterday and Today,"
Foreign Affairs, October 1963

Sharabi, H. B., "Power and Leadership in the Arab World,"
Orbis, Fall 1963

Supplementary Reading

Halpern, Manfred, The Politics of Social Change in the Middle
East and North Africa, Princeton, Princeton University Press, 1963

Issawi, Charles, Egypt in Revolution: An Economic Analysis,
New York, Oxford University Press, 1963

Robinson, Richard D., The First Turkish Republic, Cambridge,
Harvard University Press, 1963

Satran, Nadav, The United States and Israel, Cambridge,
Harvard University Press, 1963

1100 DISCUSSION PERIOD
12001200 LUNCH
13001300 READING PERIOD
1400

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Was Born 1895

1400
1600

SOVIET FOREIGN POLICY

The background of the present situation in Soviet policy making. The internal factors delimiting Soviet foreign policy decisions. The external factors delimiting foreign policy decisions. Problems and dilemmas for the future.

Helmut Sonnenfeldt
Chief, Bloc International Political Activities Division, Office of Research and Analysis, INR, Department of State

TOM KILLEFER

Tom Killefer is U.S. Executive Director, Inter-American Development Bank and Special Assistant to the Secretary of the Treasury. He was born in Los Angeles in 1917 and educated at Stanford, Harvard Law School and Oxford. After distinguished Naval service in World War II, Mr. Killefer was admitted to the California Bar in 1946 and to practice before the Supreme Court in 1953. He has engaged extensively in private law practice, and prior to his present assignment he served as First Vice President, Vice Chairman and Director of the Export-Import Bank of Washington.

Preparatory Reading

Ulam, Adam B., "Nationalism, Pan Slavism, Communism," Russian Foreign Policy, edited by Ivo, J. Lederer, 1962

Supplementary Reading

Beloff, Max, The Foreign Policy of Soviet Russia, 1929-1941, London and New York, Oxford University Press, 1947-1949

Fischer, Louis, The Soviets in World Affairs, 1917-1929, Princeton, Princeton University Press, 1951

Kennan, George F., Russia and the West Under Lenin and Stalin, Boston, Little, Brown and Co., 1961

Mackintosh, J. M., Strategy and Tactics of Soviet Foreign Policy, London and New York, Oxford University Press, 1962

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DISCUSSION PERIOD

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1300
1330

READING PERIOD

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1330
1445

CONTINUATION OF MORNING SESSION

1500
1700

THE ROLE OF FINANCE IN IMPLEMENT-
ING U.S. GOVERNMENT POLICY

Tom Killefer
U.S. Executive
Director, Inter-
American Develop-
ment Bank and
Special Assistant to
the Secretary of the
Treasury

The increasingly important role
which financial agencies play in
the formulation and execution of
policy.

Preparatory Reading

Stanovnik, Janez, "Aid, Trade and Economic Development;
The Changing Political Context," Foreign Affairs, January 1964

Roosa, Robert V., "Reforming the International Monetary
System," Foreign Affairs, October 1963

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HELMUT SONNENFELDT

Helmut Sonnenfeldt was born in Germany in 1926, educated at Man-
chester University (England) and Johns Hopkins. Prior to his present
assignment he served with the Department as an intelligence research
specialist and with the U.S. Arms Control and Disarmament Agency
as a foreign affairs officer.

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Sunday, 16 February

1300 DEPART FOR OMAHA
1630 ARRIVE OMAHA

Monday, 17 February

0830 BRIEFINGS AT STRATEGIC AIR COMMAND HEADQUARTERS
1700

Tuesday, 18 February

0830 TOUR OF LAUNCHING SITES AT S.A.C.
1200
1330 DEPART OMAHA
1800 ARRIVE WASHINGTON

Tuesday, 11 February

0830 READING PERIOD
0900

0900 AMERICAN PROBLEMS IN UNDER-
1200 STANDING FOREIGN CULTURES

An anthropological view of the newly developing countries with emphasis on their deep-seated cultural characteristics.

Preparatory Reading

Benedict, Ruth, "The Growth of Culture," Man, Culture and Society, edited by Harry L. Shapiro, 1956

Mead, Margaret, "The Underdeveloped and the Overdeveloped," Foreign Affairs, October 1963

Murdock, George Peter, "How Culture Changes," Man, Culture and Society, edited by Harry L. Shapiro

Supplementary Reading

Brookings Institution, Development of the Emerging Countries, Washington, D. C., 1962

Kurzman, Dan, Subversion of the Innocents, New York, Random House, 1963

Millikan, Max F., and Donald L. M. Blackmer, editors, The Emerging Nations, Boston, Little, Brown & Co., 1961

Staley, Eugene, The Future of Underdeveloped Countries, New York, Praeger, 1961

1200 LUNCH
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Wednesday, 19 February

1100 READING PERIOD
12001200 LUNCH
1300

1300 DEPART FOR PENTAGON

1330 BRIEFING ON THE NATIONAL
1445 MILITARY COMMAND CENTER
(Pentagon)

JCS Staff

1450 DEPARTURE FROM PENTAGON

1530 THE SYSTEM OF COMMAND AND
1630 CONTROL IN THE DEPARTMENT OF
STATEWilliam B. Connett
Director, Operations
Center, Department
of State

The decision-making mechanisms and process within the Department of State, with particular emphasis on the responsibilities of the Operations Center.

WILLIAM B. CONNETT

William B. Connett, Jr. is Deputy Executive Secretary and Director of the Operations Center, Department of State. He was born in 1918 and educated at Princeton and Georgetown Universities. He has served in various Latin American and European posts including a recent tour as First Secretary in Paris. He was assigned to his present post after completing a program at the Harvard University Center for International Affairs in 1961-62.

0830 READING PERIOD
09000900 CHICOM FOREIGN POLICY IN
1200 HISTORICAL PERSPECTIVE

Historical roots of Chinese attitudes toward the non-Chinese world. Role of Communist doctrine in the direction of ChiCom foreign policy objectives, both long-term and short-term.

Preparatory Reading

Fall, Bernard B., "Peking Strikes South," Current History, September 1963

Langer, Paul F., "China and Japan," Current History, September 1963

Levi, Werner, "The Sino-Indian Border War," Current History, September 1963

Shen-Yu Dai, "The Roots of Chinese Ideology," Current History, September 1963

Supplementary Reading

Barnett, A. Doak, Communist China and Asia, New York, Harper, 1960

Boyd, R. G., Communist China's Foreign Policy, New York, Praeger, 1962

Hsieh, Alice L., Communist China's Strategy in the Nuclear Age, Englewood Cliffs, New Jersey, Prentice-Hall, 1962

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Monday, 10 February

~~CONFIDENTIAL~~1200 LUNCH
1300

1300 READING PERIOD

1400 *Contingency & Computer Administration*1400 U. S. GOVERNMENT ACTIVITIES IN
1600 INTERNATIONAL ORGANIZATIONS

Policies and problems relating to United States participation in the United Nations and other international organizations.

Preparatory Reading

Basic Facts About the United Nations, United Nations, New York

1600 DISCUSSION PERIOD
1700

Harlan Cleveland
Assistant Secretary
of State for Inter-
national Organization
Affairs

HARLAN CLEVELAND

Harlan Cleveland was appointed Assistant Secretary of State for International Organization Affairs by President Kennedy in February 1961. Born in 1918, educated at Princeton and Oxford, Mr. Cleveland has served in numerous posts in the Department of State, the Economic Cooperation Administration, and the Mutual Security Agency. From 1956 until his present appointment Mr. Cleveland served as Dean of the Maxwell Graduate School of Citizenship and Public Affairs at Syracuse University.

0900
1100

PROBLEMS OF NATIONAL SECURITY

The role of ISA in policy and strategy in crises. Relations with the Intelligence Community and with CIA in particular.

Preparatory Reading

"Assistant Secretary of Defense (International Security Affairs)", U.S. Government Organization Manual

Ginsburgh, Colonel Robert N., "The Challenge to Military Professionalism," Foreign Affairs, January 1964

Lyons, Gene M., "The New Civil-Military Relations," American Political Science Review, March 1961

Rostow, Walt W., "American Strategy in the World Scene," Department of State Bulletin, 16 April 1962

Supplementary Reading

Abshire, David M., and Richard V. Allen, editors, National Security, New York, Praeger, 1963

Hammond, Paul Y., Organizing for Defense, Princeton, Princeton University Press, 1961

Kissinger, Henry A., The Necessity for Choice, New York, Harper, 1961

Strausz-Hupe, Robert, et al, Forward Strategy for America, New York, Harper, 1961

PETER SOLBERT

Peter Solbert was appointed Deputy Assistant Secretary of Defense for Operations in the Office of the Assistant Secretary of Defense (International Security Affairs) in October 1963. Born in 1919, Mr. Solbert was educated at Yale College and Harvard Law School. During World War II he served as a Naval Officer in the Pacific Theater. From 1948 to 1963 Mr. Solbert was associated with the New York law firm of Davis, Polk, Wardwell, Sunderland & Kiendl.

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Thursday, 20 February

0900 PREPARATION OF CRITIQUES
1000

1000 DISCUSSION OF COURSE
1130

1130 LUNCH
1330

~~1330~~ ADDRESS
1530

1530 CLOSING REMARKS
1545

1545 PRESENTATION OF CERTIFICATES
1600

1600 CLOSING ADMINISTRATION
1630

To be Announced

Lt. General
Marshall S. Carter
Deputy Director of
Central Intelligence

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Midcareer Course No. 2

Part III

World Affairs

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